

Exc	Register
113-2476/P	

4 JUN 1973

Mr. R. D. Heenan  
Senior Staff Associate  
Advanced Study Program  
The Brookings Institution  
Washington, D. C. 20036

Dear Mr. Heenan:

Thank you for your letter of 17 May 1973.  
We will be happy to accommodate your group of  
20 Faculty Fellows in Business and Administration  
for a briefing and luncheon on 28 June 1973.

[redacted] of the Office of Training  
(Telephone: [redacted]) will coordinate the visit  
for the Agency.

Sincerely,

/s/ W. E. Colby

W. E. Colby

ORIGINATOR:

STAT

[Redacted Signature]

Alfonso Rodriguez  
Director of Training

29 May 73  
Date

CONCUR:

STAT

[Redacted Signature]

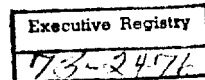
Harold L. Brownman  
Deputy Director  
for  
Management and Services

31 May 1973  
Date

Distribution:

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The Brookings Institution



DD/M&S 73-2021

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*Advanced Study Program*

May 17, 1973

Mr. William E. Colby  
Deputy Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Colby:

We are hopeful that you will accept a group sponsored by Brookings to visit the Central Intelligence Agency on Thursday, June 28, 1973 for a program, similar to the usual Brookings business executives sessions including lunch.

Exactly one year ago on June 28th, the Faculty Fellows in Business and Administration visited your headquarters and now a new group will begin a similar orientation program next month. There would be approximately twenty young faculty members from Schools of Business under the direction of the American Association of Collegiate Schools of Business (AACSB). The faculty fellows, all U. S. citizens, will begin working in various agencies here in Washington under a program administered by the AACSB, in cooperation with the Civil Service Commission. I have enclosed an announcement of the 1973 program for your information.

Subject to your approval, we would arrive at 12:00 noon and depart about 2:15 p.m. on June 28th. Thank you for your consideration of this request.

Congratulations on your nomination.

Sincerely,

A handwritten signature in cursive script, appearing to read "R. D. Heenan".

R. D. Heenan  
Senior Staff Associate

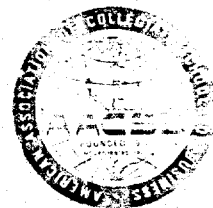
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Enclosure

AN ANNOUNCEMENT



The AACSE  
Sears-Roebuck Foundation  
1973 Federal  
Faculty Fellowship  
Program  
in Business  
and Administration





### Program Objectives

The purposes of the faculty fellow program are:

- To contribute to the teaching and research functions of collegiate schools of business and administration by providing selected faculty members with first-hand knowledge of the managerial and administrative problems of the Federal Government.
- To contribute to the administrative and managerial capabilities of agencies and departments of the Federal Government through the application of available techniques by selected faculty from collegiate schools of business and administration.

### Faculty Member Eligibility

- Full-time faculty members nominated by AACSB-accredited schools of business and administration whose career stage and accomplishments demonstrate the highest promise of contributing to and benefiting from the program's purposes.
- Fellows must be free to devote full time to their agency assignment for the period of the fellowship.

### Appointment Authority

Faculty fellows may be appointed under authority described in the Federal Personnel Manual, Chapter 316 (Sub-Chapter 4, Section 4-9) issued October 22, 1963, by the U. S. Civil Service Commission. This appointment authorization is specifically designed to cover university faculty members, without reference to U. S. Civil Service Commission registers.

### Administration of the Program

Primary responsibility for the administration of the faculty fellow program rests with the American Association of Collegiate Schools of Business under the direction of its Executive Vice President and staff in the Association's Washington Office.

This program is undertaken with the cooperation of the U. S. Civil Service Commission.

### Seminar on Federal Government Operation

A component of the program is a one-week seminar enabling fellows to become better acquainted with key officials, structures, operations, and problems of the Federal Government. The seminar will be developed and offered by the Advanced Study Program of the Brookings Institution in cooperation with AACSB. Participation in all sessions of the seminar is vital to success of the program. Fellows should plan their arrival and beginning work schedule to facilitate full participation.

Additional meetings and luncheon programs on major policy problems of the Federal Government will be conducted by Brookings during the fellowship period. Selected readings, distributed to fellows in advance, are an integral part of the seminar experience. Provision is made in the program's grant to cover costs associated with this aspect of the program.

### Salary, Benefits, Relocation, and Travel

- Each candidate can normally expect to qualify for a GS rating permitting him or her to receive compensation which is equivalent to his or her present level of compensation.
- The program provides for the fellow's travel to Washington in January for agency interviews as well as for his or her return between April 1 and May 15 to locate suitable housing and arrange personal affairs.
- In addition, fellows will be eligible for travel and relocation reimbursements determined by the period of their fellowship assignment:

Fellows selecting 3 to 4 month assignments will be eligible to receive reimbursements not to exceed \$500 for travel expenses to and from Washington.

Fellows selecting 10 to 12 month assignments will be eligible to receive reimbursements not to exceed \$1,500 to cover travel and/or family relocation expenses.

- Each fellow will be expected to make the necessary arrangements to provide for continuation of the institution's fringe benefit program during the period of the fellowship assignment.

## Selection and Placement

- Up to twenty (20) faculty fellows will be selected for the 1973 program.
- A maximum of two nominees will be considered from each AACSB-accredited school.
- Information developed through the nomination process will be reviewed by a program coordinating committee composed of representatives of accredited schools, business organizations, and Federal agencies. This committee will, after weighing all appropriate data, formulate recommendations regarding placement of fellows.
- Simultaneous with the operation of the nomination process, continuing close liaison with Federal agencies will be maintained by the program coordinating committee and the AACSB staff. Agencies will be asked to identify:
  1. The types of disciplines most closely related to their requirements, and
  2. Mutually meaningful projects which relate realistically to the program's time frames.
- Candidates will be matched with assignments to achieve the program's objectives. The candidate's ability to contribute and profit from the fellowship experience, such as the availability of assignments suitable to the candidate's particular interests and talents, will be factors given primary consideration in selection and placement.
- Because proper placement is central to the program's objectives, each candidate placed in an agency will be asked to develop a fellowship statement of purpose which clearly delineates how an assignment will contribute to teaching and research plans and performance. Within one academic term following completion of the fellowship, the fellow's dean will be asked to evaluate his or her teaching and research plans and performance against the goals outlined in the statement of purpose.
- No discrimination will be made on the basis of race, color, religion, sex, political affiliation, or national origin in the selection and placement of eligible faculty members. Schools are encouraged to nominate minority and women candidates.
- AACSB staff members will consult with the fellow and the agency to assure complete understanding of the nature and objectives of the assignment, terms of employment, and beginning and ending dates of the commitment.

## Program Costs to Agency

Interview, relocation, Brookings seminar, and travel expenses will be borne by the AACSB under the terms of the program's grant from The Sears-Roebuck Foundation. The fellow's salary is the only financial obligation borne by the agency.

## Program Timetable

Nomination procedures begin  
October 1, 1972

Nominations close  
November 15, 1972

Evaluation process completed  
December 15, 1972

Agency liaison completed  
December 15, 1972

Washington interviews  
January 22 to February 16, 1973

Placements made  
April 1, 1973

Housing and personal arrangements made  
April 1 to May 15, 1973

Federal Government Seminar  
Summer 1973

Assignments begin  
Summer 1973

Shorter assignments end  
Fall 1973

Extended assignments end  
Spring-Summer 1974

## Applications and Information

Prospective fellows may obtain further information and application forms from the dean or department head. Two completed application forms, signed by the candidate with a nominating letter from the dean, should be mailed by November 10, 1972, to the:

Federal Faculty Fellowship Program  
American Association of Collegiate  
Schools of Business  
1755 Massachusetts Avenue, N.W. -  
Suite 320  
Washington, D. C. 20036

Federal Agencies wishing further information on the program should contact Dr. Cyril C. Ling or Mr. M. David Merchant at the above address or by telephone, (202) 667-9109.

This program provides a mechanism by which the administrative knowledge and techniques of the faculties of the 158 AACSB-accredited collegiate schools of business and administration can be made available on a systematic basis to departments and agencies of the Federal Government thereby enhancing the administrative capabilities of the Federal Government in selected areas and simultaneously enriching the teaching and research capabilities of the participants.

*Conducted by the  
American Association  
of Collegiate Schools  
of Business  
in Cooperation with  
the U.S. Civil  
Service Commission*

## Typical Agency Opportunities

Typical opportunities for the effective utilization of business and administration disciplines in Federal executive agency administration:

- Design of information systems for effective integration of financial, budget, and operations data.
- Review and evaluation of procedures for management and control of the research and development function.
- Explore the extent to which proved marketing techniques can be applied to achieve agency objectives.
- Develop contemporary case materials on governmental administration for both Federal Government training programs and improved degree program teaching materials.
- Study of financial and administrative problems of local governments and recommendation of Federal responses to such problems.
- Development of evaluation techniques for Federal manpower programs.
- Development of methodologies for evaluating delivery system in fields such as health, agriculture, social welfare, and education.
- Examination of Federal programs and policies in such areas as new towns, urban renewal, urban abandonment of buildings and the rent stamp program.

## In Such Federal Departments and Agencies as

Action Corps	Department of Labor
Advisory Commission on Intergovernmental Relations	Department of State
Agency for International Development	Department of Transportation
Bureau of Consumer Protection	Department of Treasury
Civil Aeronautics Board	Environmental Protection Agency
Civil Service Commission	Federal Deposit Insurance Corporation
Department of Agriculture	Federal Power Commission
Department of Commerce	Federal Trade Commission
Department of Defense	General Accounting Office
Department of Health, Education and Welfare	Internal Revenue Service
Department of Housing and Urban Development	National Aeronautics and Space Administration
Department of the Interior	Office of Economic Opportunity
Department of Justice	Office of Management and Budget
	U. S. Postal Service

## Illustrative Collegiate School of Business and Administration Disciplines

Accounting and Financial Controls	Production and Operations Management
Administrative Planning and Controls	Public Administration
Business and Economic Research	Purchasing-Procurement Management
Business Economics and Public Policy	Quantitative Analysis and Operations Research
Financial Management	Research and Development Administration
Insurance and Risk	Systems Design and Computer Applications
International Business	Transportation and Distribution
Marketing Management	Urban Land Economics
Personnel and Organizational Behavior	